THE UNDERCOVER PROJECT MANAGER

SURVIVING WATERSCRUMFALL

MY BACKGROUND

▸ Organizational Change, Large scale product delivery & Organizational therapist

▸ Consult at Bank of America Merrill Lynch, JP Morgan Chase, ION and others

▸ Worked on some of the largest agile transformations in capital markets

▸ talk to me **@z2ahmad** or **ahmad@zone2consulting.com**

▸ Blog at **http://www.ahmadfahmy.com**

A BIG PROGRAM

2 years in and 1 year left

300 people, 6 regions

Lack of transparency

6 delivery teams

Illusion of control

The tyranny of the waterfall

Hired by the program manager

Agile was a dirty word

Mixed methodology

My "official" role was PM :)

Manifesto for Agile Software Dev.

AGILE

- ~~INDIVIDUALS AND INTERACTIONS~~ OVER PROCESSES AND TOOLS
- ~~WORKING SOFTWARE OVER~~ COMPREHENSIVE DOCUMENTION
- ~~CUSTOMER COLLABORATION OVER~~ CONTRACT NEGOTIATION
- ~~RESPONDING TO CHANGE OVER~~ FOLLOWING A PLAN

ACROSS ALL SIZED PROJECTS, AGILE PROJECTS ARE 350% MORE LIKELY TO BE SUCCESSFUL. THIS DIFFERENCE IS MINIMAL WHEN RUNNING SMALL PROJECTS – 32%. BUT AT THE HUGE PROJECT END OF THE SPECTRUM, AGILE PROJECTS ARE 600% MORE LIKELY TO BE SUCCESSFUL.

2015 Chaos Report, Standish Group

INCREMENTAL BEHAVIOR CHANGE

▸ Use the domain's language

▸ Focus on the agile values

▸ Create a backlog of behavior changes that I would focus on

▸ Incremental change

▸ Use the power of the project manager

TRYING TO INTRODUCE PROCESS INTO A PLACE LIKE GOOGLE OFTEN MEETS RESISTANCE.

Jeff Sutherland

DEFINED THE PRODUCT

▸ **Interview all major delivery areas**

  ▸ How do you know you are done/done?

  ▸ How will the world be different?

  ▸ Have you changed the world yet?

  ▸ Who will be upset if you don't deliver?

  ▸ What features are you building?

  ▸ What features are you working on?

  ▸ When do you expect to start changing the world?

Tip: Use a mind map. It will make you brilliant.

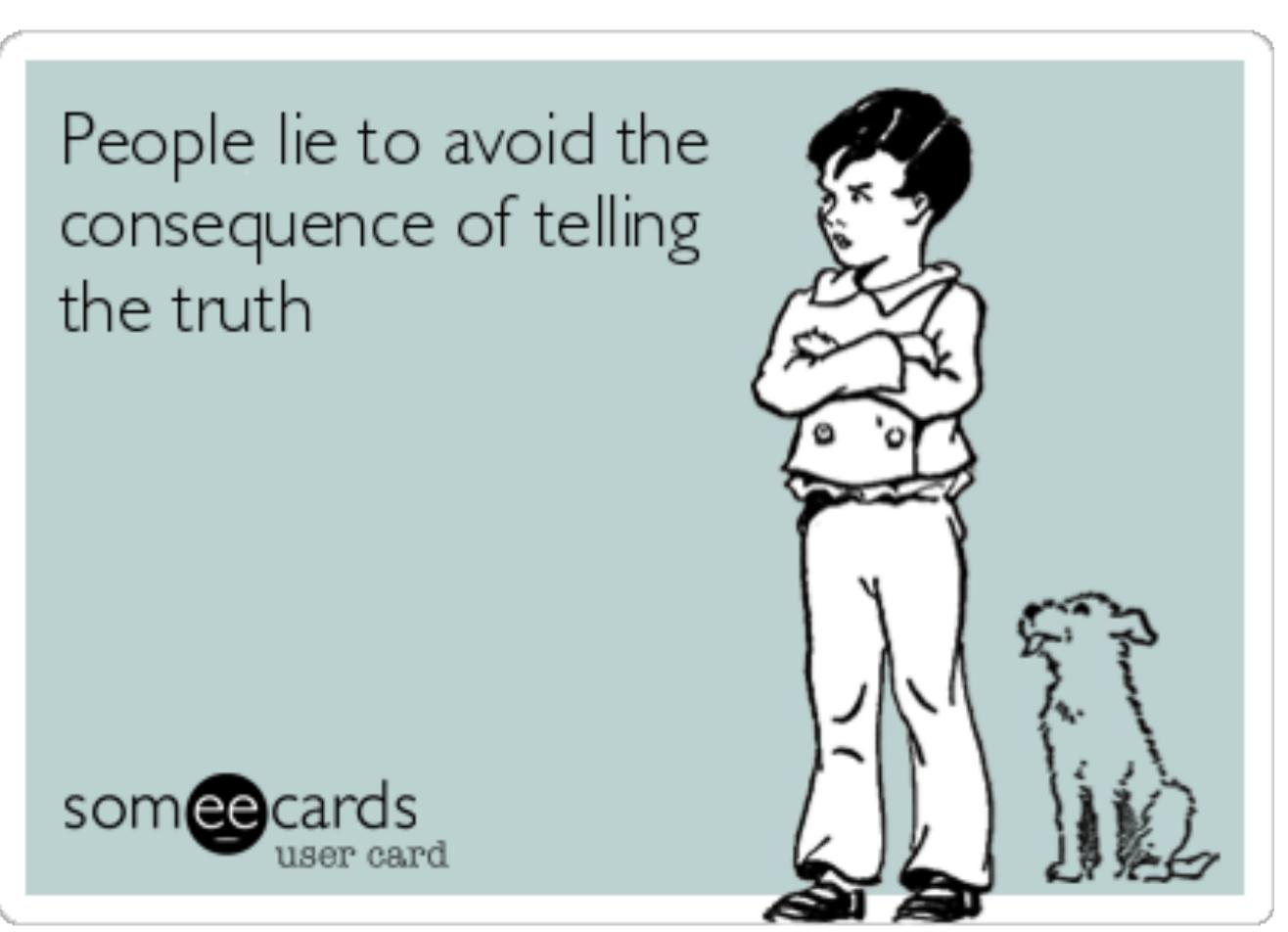# CREATED TWO ONE PAGERS

Product Matrix

▸ Who is the actual area product owner

▸ Visualize the WIP and Done

▸ Establish organizational velocity

Quarterly View

▸ When will the value be deliver by quarter

FORTNIGHTLY PRIORITIZATION SESSION

▸ Presenting the one pager

▸ Let the data do the talking

▸ Get real prioritization…after a little pain

▸ Regular prioritization

People lie to avoid the consequence of telling the truth

someecards
user card

COLLABORATION OVER CONTRACT NEGOTIATIONS

▸ No powerpoint rule

▸ Putting the work back into working group

▸ JBGE Design workshops

▸ Monthly post mortem

GET INTO THE UAT ROOM ASAP

▸ People understand this concept

▸ Started it way early…

STUFF THAT DIDN'T GO WELL

▸ Overcoming Conway's rule

▸ Crossing boundaries

▸ Automation

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